



Central Services
Human Resources

MEMORANDUM

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To: Mayor Piercy and City Councilors

From: Becky DeWitt, 541-682-5629
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Human Resources Director

Subject: **CITY OF EUGENE 2010/2011 AFFIRMATIVE ACTION PLAN**

The City of Eugene remains committed to equity and human rights in the community and our workforce. We are pleased to present the City of Eugene's 2010/2011 Affirmative Action Plan which represents the organization's continued focus toward achieving and maintaining a workforce that reflects our community and creating a work environment that supports all employees. The City's commitment to these efforts has been long standing, and with the implementation of the City of Eugene's Diversity and Equity Strategic Plan in 2009, we have developed a strong complementary effort toward realizing the shared vision of equity in our work force and work environment.

The City's Affirmative Action Plan is designed to work in conjunction with all of the concepts and goals of the City's Diversity and Equity Strategic Plan (DESP), while still providing the legal framework to allow the City to address areas of underrepresentation/underutilization where it exists. Underutilization is a measurement of how well an organization recruits and retains qualified women and minorities within a specific geographic area. It compares the actual number of women/minorities employed in a particular job group with the availability of women/minorities with the requisite skills to do the job in a reasonable recruitment area.

Many of the strategies identified in the City's Affirmative Action Plan can be and have been adopted by City Departments as overall long-term and short-term recruitment strategies designed to increase diverse representation throughout the City. There is also a connection to the DESP Measurement and Accountability Goal because the City has identified the Affirmative Action Plan as a benchmark of our progress toward meeting goals around Workforce and Work Environment.

Since 1975 the City of Eugene has had a voluntary Affirmative Action Plan which includes information about the demographics of the City workforce and the goals for increasing diverse representation in our organization. The plan includes goals for increasing the representation of people with disabilities, women, and ethnic minority groups, where previous patterns of underutilization have occurred. The organization has made the decision to draft the plan every two years to allow more time to be focused on action-oriented strategies and for tracking the success of ongoing larger recruitment processes that span more than one fiscal year.

The current Affirmative Action Plan identifies progress toward previously set goals, barriers toward current goals, and action plans for addressing these barriers. Some highlights of the 2010/011 Affirmative Action Plan include: progress toward meeting goals outlined in the previous plan; a strong focus on a variety of innovative efforts designed to build a long-term pipeline and connection to opportunities within our organization; and consistent outreach into our community to create opportunities for education, skills development, and career goal attainment.

The following goals outlined in the previous Affirmative Action Plan were met:

Department	Female 2008/2009 Goals Met (Job Category)	Minorities 2008/2009 Goals Met (Job Category)
Central Services	Technicians	
Fire		Professionals Protective Services
Library Recreation and Cultural Services		Professionals Paraprofessionals
Public Works		Officials and Administrators Technicians

Future goals cannot be met without a strong organizational commitment to outreach into the community and developing tools, resources and processes that enable us to recruit, hire, and retain a workforce that reflects our community as it continues to change. These efforts include a focus on building both a short- and long-term pipeline of talent for careers at the City of Eugene and in our community. The efforts outlined in this Affirmative Action Plan reflect these strategies and our ongoing work of outreach into our community. Just a few highlights of this related work include:

- The Eugene Fire Department hosted a week-long Young Women's Confidence and Leadership Fire camp designed to introduce high school-aged females to the profession of firefighter through a "mini" fire academy focusing on confidence building, teamwork, and leadership skills.
- The Central Services Department worked with Latino community partners and the City of Springfield and Lane County to develop culturally appropriate engagement tools and host two outreach forums, providing coaching and information about hiring processes and current job opportunities.
- The Library, Recreation, and Cultural Services Department has a robust temporary employment program designed to mentor youth and underrepresented populations and establish a pipeline and connection to careers within the City.
- The Public Works Department hosts an annual Public Works day designed to reach out to community members and youth and introduce them to the services, careers, and future opportunities in the public works field.
- The Planning and Development Department has an internship program designed to provide educational opportunities and build a long-term pipeline of qualified employees.
- In addition to regular community outreach events, the Police Department has a long-standing youth cadet program which provides an avenue and pipeline of local youth interested in law enforcement-related career opportunities.

These are just a few highlights of overall outreach efforts from our organization designed to meet both our Affirmative Action and DESP goals. The Affirmative Action Plan and DESP departmental plans also include detailed information regarding additional innovative and ongoing efforts.

Hiring Statistics:

Our outreach and hiring efforts in the last five years have shown some of the progress toward increasing our representation in minority populations. The following statistics reflect individuals entering our organization during the past five years.

	FY07	FY08	FY09	FY10	FY11	5 Year Total
Total Hires	348	277	233	218	229	1305
Caucasian	287	238	207	186	193	1111
Black	13	9	4	8	6	40
Hispanic	27	19	13	14	14	87
Asian	14	8	7	5	13	47
American Indian	6	3	1	5	3	18
Pacific Islander	0	0	1	0	0	1
Non-Specific	1	0	0	0	0	1
Total Number of Hires of Color	60	39	26	32	36	193
Total % of Hires of Color	17.24%	14.08%	11.16%	14.68%	15.72%	14.79%

Demographics Comparison

The City of Eugene's goal is to achieve and maintain a workforce that reflects our community, and also recognizes the need to increase representation in all job categories. The demographics comparison below reflects how the City of Eugene demographic compares to the overall demographic of the community. Our primary local recruiting area is not limited to the boundaries of the city of Eugene, therefore, in order to provide the most accurate comparison of our current and future workforce, we are using statistics provided by the National Center for Education Statistics and the US Census bureau.

Current Workforce Demographics

Population	City of Eugene Organizational Demographics 2010/2011 Affirmative Action Plan	City of Eugene Organization by %	Eugene School Districts - over age 18 Demographics by %	Lane County School Districts - over 18 Demographics by %
Hispanic or Latino	66	4.50%	5.64%	5.59%
Asian/Pacific Islander	38	2.60%	3.70%	0.54%
American Indian/Alaskan Native	32	2.20%	0.92%	1.04%
Black or African American	25	1.70%	1.10%	0.85%
Other or Two or More Races	no data	no data	5.25%	5.18%
Caucasian	1293	89%	83.39%	86.81%
Total People of Color	161	11%	16.61%	13.9%
TOTAL	1454	100%	100%	100%

While the table above reflects working age demographics within the local area, our goal is also to ensure that the organization is trending toward the future anticipated workforce which includes the following demographics:

Projected Future Available Workforce

Population	Eugene School Districts - under age 18 Demographics by %	Lane County School Districts - under 18 Demographics by %
Hispanic or Latino	12.30%	12.40%
Asian/Pacific Islander	2.85%	1.95%
American Indian/Alaskan Native	1.21%	1.31%
Black or African American	1.36%	1.12%
Other or Two or More Races	12.64%	11.65%
Caucasian	69.64%	71.58%
Total People of Color	30.36%	28.42%
TOTAL	100.00%	100.00%

*(*Note: For the above tables, we choose to use the National Center for Education Statistics drawn from the US Census data in order to be able to provide a snapshot of demographics for over 18 and under 18 demographics. This specific breakdown is not available for Eugene proper within the Census data, therefore the most valid way to reflect the information was using the sources above as the Eugene School Districts serve students in the surrounding area.)*

While we are showing progress in key areas of the Affirmative Action Plan, we recognize that there are current and future goals that we are committed to achieving. Our goals include developing strategic, long-term plans to reflect members of our community in all job categories for both our current working-age demographic, and the future demographic of our community. This highlights the importance of the efforts outlined above to connect with our community members and provide opportunities for education and skill development so that all candidates are equipped to be competitive for future careers.

Conclusion

Effective Affirmative Action and Equal Employment Opportunity programs require a positive and planned approach to hiring and promoting qualified individuals, including women, people with disabilities, and minority applicants. We invite you to view the current 2010/2011 Affirmative Action Plan that is posted on the City of Eugene Central Services, Human Resources website at www.eugene-or.gov . In addition, are happy to meet with you to provide additional context around this information or respond to any questions or feedback that you may have. Thank you for your time in reviewing this work, and we welcome your feedback and questions.